BLGC

OUR FOUR YEAR ORGANISATIONAL PLAN 2026-2030



THIS IS WHY WE EXIST.

Across Greater Manchester, too many children and young people are facing a perfect storm of challenges. The cost of living crisis is impacting their wellbeing, education and futures... driving poor mental health, loneliness and disengagement, while increasing the risk of exploitation and youth violence. And when they need support most, too many are left waiting. For some, there is no safety net.

AND THIS IS OUR PLAN TO CHANGE IT.



WELCOME TO OUR **4 YEAR STRATEGIC PLAN** 2026 2030

Children and Young people across Greater Manchester are facing increasing and intersecting challenges, the cost-of-living crisis has significantly effected children and young people leading to poor mental health, disengagement from education, risk of NEET, loneliness, exposure to serious youth violence and child criminal exploitation, and long waits for statutory support.

Evidence shows that early, relationship-based, community youth work, delivered by skilled practitioners in safe spaces, can prevent escalation, improve wellbeing, and support positive life transitions. Young people consistently tell us they need trusted adults, places they choose to attend, and opportunities to be heard and influence decisions.

BLGC is an innovative, dynamic and progressive children and young people's charity that has been part of the fabric of Bolton for 138 years. From these strong foundations, we are perfectly placed to respond to the challenges that our children are facing now and provide support for young people. We aim to reach, engage, support and where necessary protect even more children, over the coming years we will work to reach every child in Bolton that may need us.

Our new 4-year strategic plan sets out our plans to achieve this. It is ambitious and rightly so, because we believe that every child in Bolton should have the best possible start in life and BLGC can support them to ensure that happens.

We intend to work alongside children, young people, families, communities and partners to design, develop and deliver accessible, universal services and targeted early support services across Bolton. We will continue to amplify the voices of the children we support to influence change.

Alongside this we will build the resilience of the organisation so that we are able to meet the challenges ahead. We will be streamlined, flexible, responsive and financially secure. We will make sure equality, diversity and inclusion run through everything we do, from the way we support people, to who comes to work or volunteer with us. Our people will be supported to be the best they can be, through a comprehensive training and development offer and a positive, can-do culture.

Join us, support us, work with us and change lives with us!

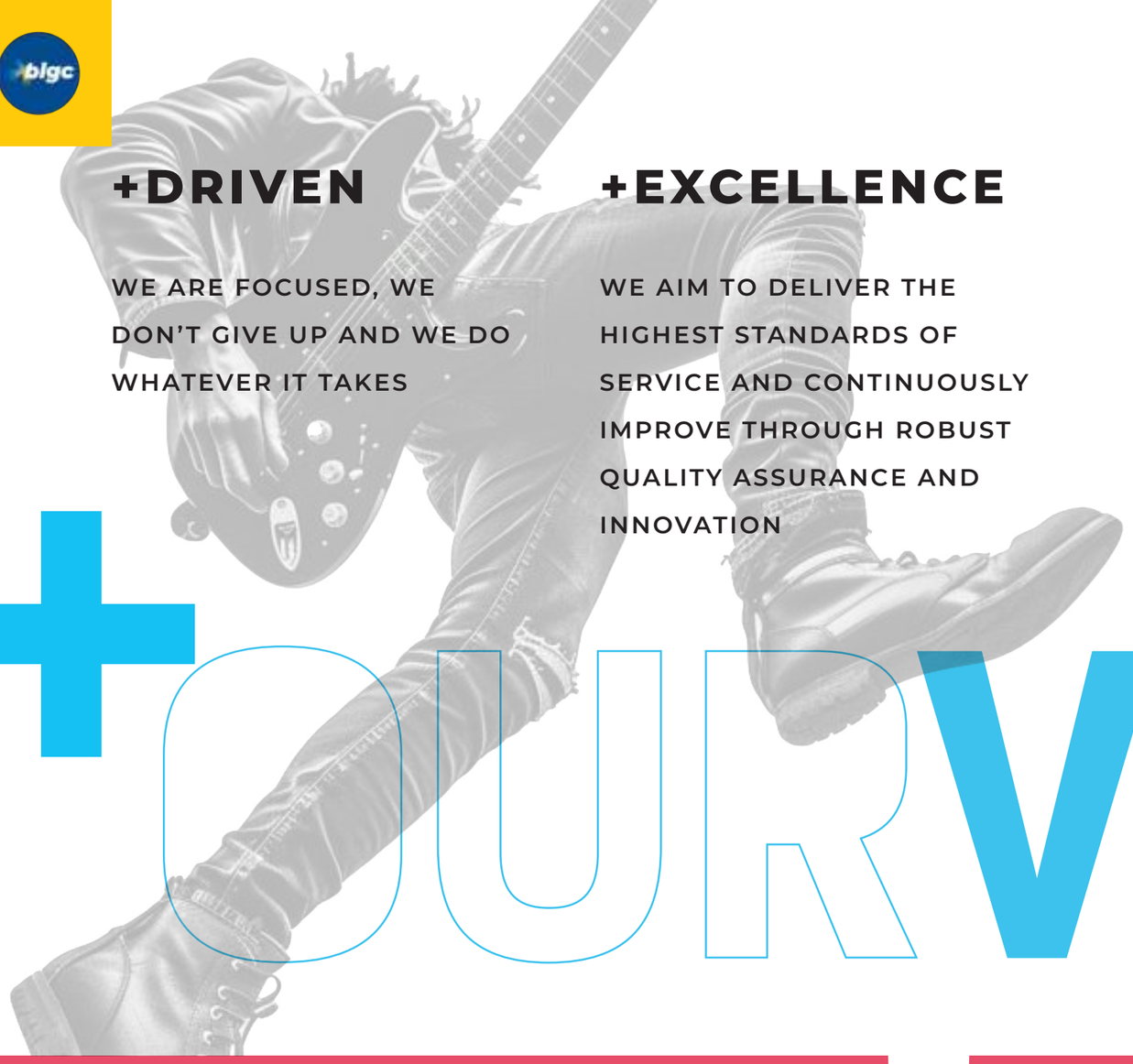
MISSION

TO INVEST IN CHILDREN AND YOUNG PEOPLE THROUGH SAFE, INCLUSIVE SPACES AND TRUSTED RELATIONSHIPS. WE WORK WITH YOUNG PEOPLE ON A VOLUNTARY BASIS, AMPLIFYING THEIR VOICE AND DELIVERING EARLY, TARGETED AND EVIDENCE-BASED SUPPORT THAT STRENGTHENS MENTAL HEALTH, WELLBEING, RESILIENCE AND LIFE READINESS - **ALWAYS PUTTING YOUNG PEOPLE FIRST.**

OUR VISION

AT BLGC, OUR AMBITION IS TO ENSURE YOUNG PEOPLE **PARTICULARLY THOSE WHO HAVE NOT BEEN GIVEN THE BEST START IN LIFE** - EXPERIENCE SAFE, SUPPORTIVE AND FULFILLING CHILDHOODS, WHILE BUILDING CONFIDENCE, WELLBEING AND SKILLS TO LIVE WELL AND CONTRIBUTE POSITIVELY IN ADULTHOOD. WE BELIEVE CHILDHOOD MATTERS IN ITS OWN RIGHT.





+DRIVEN

WE ARE FOCUSED, WE DON'T GIVE UP AND WE DO WHATEVER IT TAKES

+EXCELLENCE

WE AIM TO DELIVER THE HIGHEST STANDARDS OF SERVICE AND CONTINUOUSLY IMPROVE THROUGH ROBUST QUALITY ASSURANCE AND INNOVATION

+CARING

WE ARE GENUINE PEOPLE WHO WANT TO MAKE A DIFFERENCE, YOU CAN'T PAY PEOPLE TO CARE

+EMPOWERING

WE ENABLE PEOPLE TO BE THE BEST THEY CAN BE AND GO ABOVE AND BEYOND CONVENTIONAL LIMITS

+OUR VALUES

+YOUTH LED

WE EMPOWER CHILDREN AND YOUNG PEOPLE TO HELP LEAD DECISIONS, DRIVE CHANGE, INFLUENCE AND SHAPE WHAT MATTERS TO THEM.



+FUN

IF YOU ENJOY WHAT YOU DO, YOU DO IT BETTER! WORK IS SERIOUS AND WE DO IT WITH A SMILE ON OUR FACE



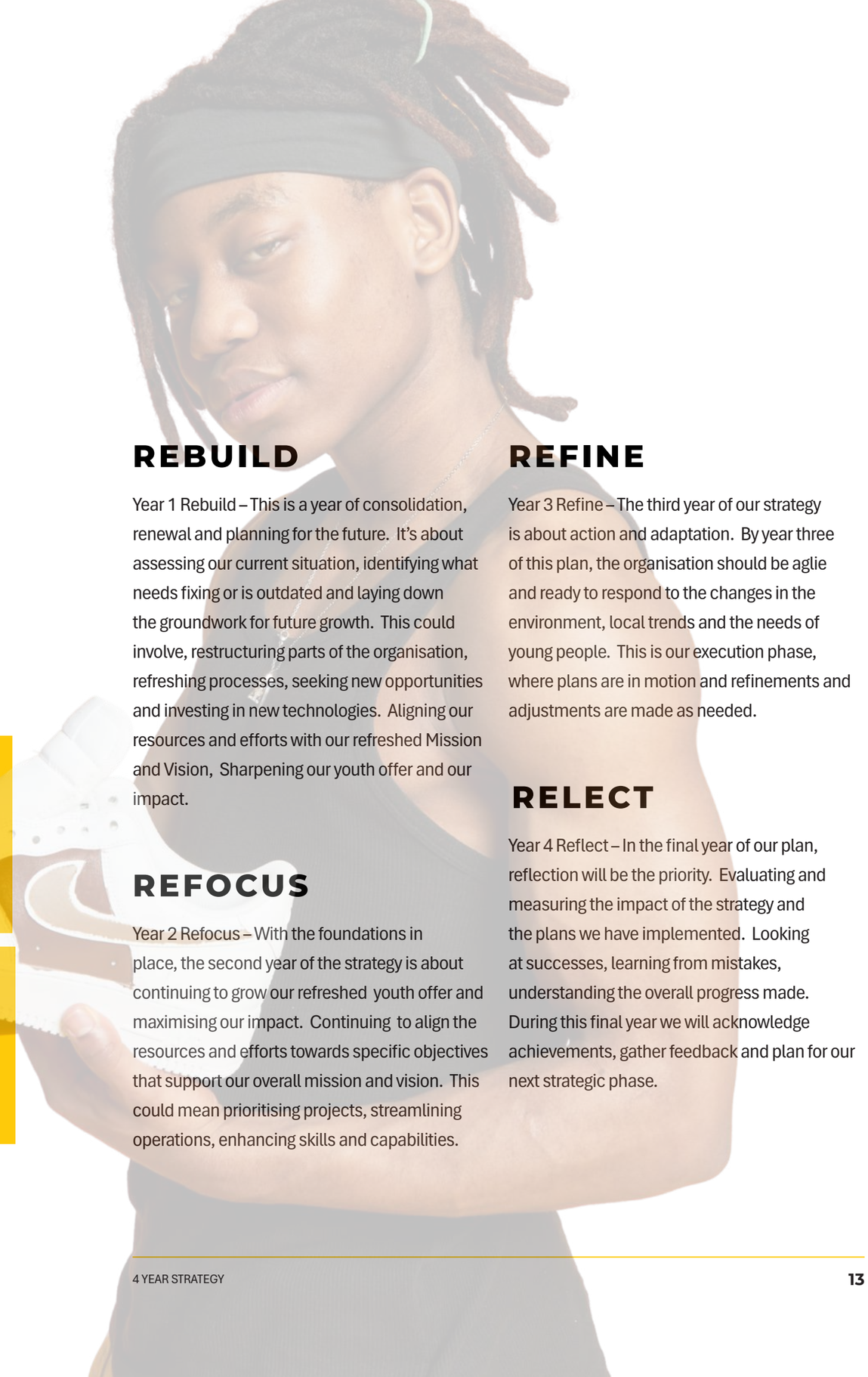
STRATEGIC THEMES.

+ 2026/27
REBUILD

+ 2027/28
REFOCUS

+ 2028/29
REFINE

+ 2029/30
REFLECT



REBUILD

Year 1 Rebuild – This is a year of consolidation, renewal and planning for the future. It's about assessing our current situation, identifying what needs fixing or is outdated and laying down the groundwork for future growth. This could involve, restructuring parts of the organisation, refreshing processes, seeking new opportunities and investing in new technologies. Aligning our resources and efforts with our refreshed Mission and Vision, Sharpening our youth offer and our impact.

REFOCUS

Year 2 Refocus – With the foundations in place, the second year of the strategy is about continuing to grow our refreshed youth offer and maximising our impact. Continuing to align the resources and efforts towards specific objectives that support our overall mission and vision. This could mean prioritising projects, streamlining operations, enhancing skills and capabilities.

REFINE

Year 3 Refine – The third year of our strategy is about action and adaptation. By year three of this plan, the organisation should be aglie and ready to respond to the changes in the environment, local trends and the needs of young people. This is our execution phase, where plans are in motion and refinements and adjustments are made as needed.

RELECT

Year 4 Reflect – In the final year of our plan, reflection will be the priority. Evaluating and measuring the impact of the strategy and the plans we have implemented. Looking at successes, learning from mistakes, understanding the overall progress made. During this final year we will acknowledge achievements, gather feedback and plan for our next strategic phase.

PRIORITIES.



YOUTH OFFER & IMPACT

- Create high-quality, youth-led spaces that young people choose to attend, grounded in trusted adult relationships and structured, purposeful programmes.
- Targeted Youth Services providing high quality support for children and young people who need specific interventions.
- Ensure all our services are evidence base, monitor, measure and evaluate the outcomes of our work to demonstrate the impact we make.

COLLABORATIONS & PARTNERSHIPS

- Build relationships with key stakeholders and delivery partners to add value to the work that we do and the difference we make.
- Raise the profile of the Charity and brand awareness to become the charity partner of choice by 2030

FINANCES & SUSTAINABILITYS

- Secure £3m+ per annum to fund excellence, not just activity and rebuild the reserves of the Charity.
- Secure a sustainable funding model that enables BLGC to lead, not just survive.

PEOPLE

- To be the charity employer of choice by 2030, build a skilled, supported workforce, delivering evidence-based, outcomes-led youth work.
- Attract more volunteers to support and improve our reach.



PRIORITY #1 YOUTH OFFER & IMPACT.

+ OBJECTIVE

Build relationships with key stakeholders and delivery partners to add value to the work that we do and the difference we make. Raise the profile of the Charity and brand awareness to become the charity partner of choice by 2030

+ WHAT WE WILL DO

+ Deliver play, youth and sports in our open access youth offer for all
+ Deliver targeted community services for those who need 1-1 interventions
+ Provide a dedicated open access service for SEND young people
+ Develop more structure in play and youth provision that builds belonging, confidence, wellbeing and social skills
+ Provide trusted relationships through youth workers, mentoring, Independent Visitors and Young Carers support
+ Implement Lundy Model across the entire charity to embed Youth Voice
+ Evidence outputs and outcomes and continuous evaluation delivery models to measure success
+ Work in partnerships with Children's Services, NHS, schools, colleges and trusted providers
+ Support young people on with their mental wellbeing
+ Support NEET young people through confidence-building, routine, emotional regulation and life skills
+ Provide sports and physical activity as a core intervention for resilience, mental wellbeing, teamwork, leadership and healthy routines
+ Collaborate with specialist regional and national partners where we have gaps in expertise

+ WHY DO IT

+ To provide the best possible offer for children and young people
+ To respond to what the National Youth Strategy said young people told them what was needed
+ To reach the widest cohort of young people
+ To support young people to achieve their full potential
+ To respond to the national mental health crisis and lack of services for SEND young people
+ To ensure young people's voice and influence is threaded throughout our organisation

+ WHAT WILL SUCCESS LOOK LIKE

- More young people feel a sense of belonging
- More young people feel happier
- More young people report feeling healthier
- More young people feel more able to deal with whatever life throws at them
- More young people know how to keep themselves safe
- 85% plus of young people would recommend our offer to a friend.
- More hours of available for open access youth club
- More children and young people attending Youth club sessions
- Less waiting time on waiting lists on our Targeted Services

+ TO ACHIEVE SUCCESS WE WILL

- Invest in comprehensive training programmes to develop the PYS team
- Develop and grow our own youth work team through reviewing the young leaders programme
- Attract more experienced staff and have a more consistent team in our youth club
- Develop and implement an inspiring program of activities, better resourced and evidence based in PYS.
- Invest in independent research and evaluation
- Engage key partners
- Recruit more volunteers
- Secure more funding to build capacity

+ THE BENEFITS WE HOPE TO SEE

- Empowered Youth: Young people gain confidence, leadership skills and a sense of belonging
- Positive Outcomes: More young people feel a sense of belonging; More young people feel happier; More young people report feeling healthier; More young people feel more able to deal with whatever life throws at them; More young people know how to keep themselves safe
- Community Impact: Young people actively contribute to community projects and events. Young people are shaping and influencing decision making across Bolton and GM.
- Long Term Success Stories: Alumni become mentors and advocates for the organisation, creating a pipeline of potential youth workers through the Young Leaders programme

+SUMMARY

+ REBUILD 2026/27

Stabilise the Targeted Youth Service Offer and rebuild the Universal Youth Service Offer. Ensure robust systems are in place to evidence outcomes and outputs. Evaluate and articulate our social impact. Train our workforce to work with Lundy Model principles.

+ REFOCUS 2027/28

Focus on improving the quality of the Universal Youth Service Offer. Maintain the Targeted Youth Service Offer. Embed the Lundy Model across the organisation. Develop policies and practices and enable test and learn opportunities.

+ REFINE 2028/29

Take our high-quality Universal Youth Service offer out to the communities of Bolton. Grow our own mental health offer. Further put into practice and embed the Youth Voice offer across the organisation

+ REFLECT 2029/30

BLGC are recognised as a high-quality provider of Universal Youth Services, reaching more young people than ever before. Sustainable mental health offer established. Youth Voice fully embedded across everything we do



PRIORITY #2 COLLABORATIONS, PARTNERSHIPS & COMMUNICATION

+ OBJECTIVE

Build relationships with key stakeholders and delivery partners to add value to the work that we do and the difference we make, become the charity partner of choice by 2030.

+ WHAT WE WILL DO

+ Build and maintain strong relationships with high-net-worth individuals, patrons and long-term partners
+ Work with Bolton Council to ensure our contribution for Children, Young People and Families is understood and recognised.
+ Position BLGC as a partner of choice in Greater Manchester for delivering open access youth work and targeted provision
+ Raise the profile of the Charity and effectively communicate the work of BLGC through implementation of a comprehensive marketing strategy
+ Identify partners who can help with gifts in kind

+ WHY DO IT

+ To reduce the reliance on a single donor or income stream
+ To improve collaboration and fundraising opportunities, particularly beneficiary events.
+ To encourage long-term commitment to BLGC
+ To share our vision, mission, values and impact
+ To improve quality of the offer and bring in expertise when we do not have the skills or knowledge

+ WHAT WILL SUCCESS LOOK LIKE

+ More diverse funding streams: Multiple revenue sources (grants, patrons, corporate, events) ensure financial sustainability.
+ Strong Brand Reputation: Positive perception in the community, leading to increased donor trust and partnerships
+ Sustainable model: fundraising efforts cover operational costs, universal provision and allow for program expansion.
+ Engaged donors: Regular communication, personalised updates and patron / prospect events.
+ Reduction in infrastructure costs due to patrons completing work on our behalf

+ TO ACHIEVE SUCCESS WE WILL

+ Identify our potential partners for delivery, support with infrastructure and funding for delivery and capacity building
+ Broaden our strategic partnership relationships
+ Prioritise relationships with schools and the community
+ Develop our fundraising committee to strengthen fundraising impact and reach
+ Further develop the patron network offer
+ Increase our amount of beneficiary events

+ THE BENEFITS WE HOPE TO SEE

+ Brand recognition: A reputable brand attracts more donors and supporters and partnerships
+ Programme and service expansion: Increased funding allows for new initiatives and wider reach.
+ Patron Loyalty: Engaged patrons continue to support the cause and attract new patrons.
+ More capacity across BLGC

+SUMMARY

+ REBUILD 2026/27

Identify partnerships and collaborations that support our vision, help us to achieve our objectives and raise our profile across Greater Manchester. Connect and reconnect with patrons who can support us financially but also in-kind. Revamp communication channels to ensure better reach and engagement understanding of who we are.

+ REFOCUS 2027/28

Cultivate partnerships and collaborations that support our vision, help us to achieve our objectives and raise our profile across Greater Manchester. Cultivate new patrons. Strengthen partnerships with grant makers and commissioners. Leverage storytelling to convey impact.

+ REFINE 2028/29

Partnerships and collaborations that support our vision, help us to achieve our objectives and raise our profile across Greater Manchester are in place and performing. Adapt fundraising events (virtual, hybrid, patron led). Monitor patron engagement and retention. Evaluate ROI of communication initiatives

+ REFLECT 2029/30

Management of Partnerships and collaborations that support our vision, help us to achieve our objectives and raise our profile across both Bolton and Greater Manchester. BLGC are seen as the Charity partner of choice across the region. Plan for sustained patron relationships and further growth. Celebrate successful campaigns.

PRIORITY #3 FINANCES & SUSTAINABILITY.

+ OBJECTIVE

£3m+ per annum to fund excellence, not just activity and rebuild the reserves of the Charity. Secure a sustainable funding model that enables BLGC to lead, not just survive.

+ WHAT WE WILL DO

+ Identify a funding model that works and secure £3m+ per year through expansion and diversification of income sources. A model that includes, philanthropic giving, grant income and commercial income.
+ Grow our reserves to make ensure the charity is financially robust
+ Secure strategic ‘income generation’ partnerships – Hacken Lane, NEETs
+ Improve budget setting and management processes
+ Introduce new purchasing systems and processes
+ Review project budgets and our full cost recovery approach
+ Implement robust funding management processes
+ Provide a well-managed facility team responsible for hiring the facility
+ Establish an asset replacement plan

+ WHY DO IT

+ Efficient Processes: Streamline operations, reduce administrative bottlenecks and better management of resources and budgets to allow greater funds to be invested directly into the young people
+ Resilient Systems: Robust technology infrastructure, standardise our approach to budget setting, disaster recovery plans and secure data management
+ High-Quality Facilities: Well-maintained spaces that support programme delivery, staff wellbeing and young people’s aspirations.

+ WHAT WILL SUCCESS LOOK LIKE

+ Transparent Budgeting: clear financial reports, adherence to budget and accountability
+ Financial Health: Improved level of free reserves, efficient use of resources and management of restricted funding.
+ Risk Mitigation: Effective financial controls, compliance and risk assessment
+ Strategic Investments: Aligned spending and savings that support organisational goals

+ TO ACHIEVE SUCCESS WE WILL

+ Introduce asset and resource management frameworks.
+ Consider, trial and embed the use of AI into day-to-day operations
+ Review financial regulations and authorisation levels
+ Streamline finance systems and processes, migrate over to Xero accounting software from Sage
+ Better manage daytime users and building name
+ Identify and develop new commercial income streams

+ THE BENEFITS WE HOPE TO SEE

+ Efficiency: Streamlined processes reduced administrative burden and free up staff time.
+ Reliability: Dependable technology and facilities support, uninterrupted programme delivery.
+ Scalability: Infrastructure can accommodate growth without major disruptions
+ Cost Savings; Efficient operations lead to financial savings, and better allocation of resources
+ Reduced risk and Improved financial resilience



+SUMMARY

+ REBUILD 2026/27

Agree a funding model that works. Plan and deliver a break-even budget. Identify cost-saving opportunities. Strengthen internal controls and regulations. Assess infrastructure gaps. Upgrade systems, streamline processes. Create asset replacement plan. Develop robust business case for commercial income streams. Transfer accounting system to Xero.

+ REFOCUS 2027/28

Optimise resource allocation. Improve asset management. Strengthen supplier relationships. Enhance data and impact analysis. Development of commercial income. Delivery of sustainability strategy. Plan surplus budget to start to rebuild reserves.

+ REFINE 2028/29

Address scalability and expansion challenges. Explore automation and AI for operational efficiency. Monitor KPI & performance metrics and adjust as needed. Ensure commercial income is sustainable. Delivery of sustainability strategy. Plan surplus budget to further rebuild the reserves.

+ REFLECT 2029/30

Evaluate infrastructure and capital expenditure programme. Seek feedback from staff and stakeholders. Plan for long term capabilities and sustainability. Long term financial planning for next 4-year strategy. Delivery of sustainability strategy. Reserves levels meet policy.

PRIORITY #4
PEOPLE.

+ OBJECTIVE

To be the charity employer of choice by 2030, build a skilled, supported workforce, delivering evidence-based, outcomes-led youth work. Attract more volunteers to support and improve our reach.

+ WHAT WE WILL DO

+ Cultivate a high performing staff team with effective leadership.
+ Cultivate a high performing Board of Trustees
+ Review, implement and modify HR systems and processes.
+ Fill current vacancies in the structure, pay better, and invest in supervision and development
+ Shift from delivery-led to impact-led practice
+ Embed evidence-based models and independent evaluation
+ Use data, learning and youth feedback to drive improvement
+ Attract and retain more volunteers across the charity

+ WHY DO IT

+ To ensure a considerate and constructive HR function.
+ To ensure we have a team who are well supported, caring and energetic
+ To ensure robust and effective governance structures
+ To drive performance, career progression and personal growth
+ To encourage more practical and meaningful engagement from the workforce.
+ To continually improve & evidence our impact measurement
+ To ensure we have enough experienced and trained volunteers and employees to deliver our offer for children and young people.

+ WHAT WILL SUCCESS LOOK LIKE

+ Continuous Development: Staff and volunteers participate in ongoing training, acquiring new skills and knowledge
+ Positive Work Environment: Learning culture, mentorship and opportunities for professional development.
+ Effective Communication: Smooth collaboration across teams due to efficient tools and processes.
+ Retention and Satisfaction: Low turnover, high job satisfaction and recognition for achievements.
+ Innovative Practices: Staff apply learning to improve programmes and adapt to changing needs, leading to high quality practice and credible impact evidence.

+ TO ACHIEVE SUCCESS WE WILL

+ Create a fit for purpose organisational structure.
+ Think differently about our recruitment process, remove as many barriers as possible and advertise in new and different ways.
+ Invest in a robust HR System and on-line training programme alongside other development programmes for both employees and volunteers
+ Ensure staff briefings across the organisation are effective and prioritised by all staff.

+ THE BENEFITS WE HOPE TO SEE

+ Highly Skilled Staff and Volunteers: Continuous learning enhances programme and activity quality.
+ Positive Work Environment: Staff satisfaction leads to better retention
+ Innovation: New ideas and practices emerge from ongoing learning, reflected through increased membership and attendances.
+ Organisational Resilience: Staff and volunteers adapt to changes and challenges positively and effectively.



+SUMMARY

+ REBUILD 2026/27

Implement a structure that is fit for purpose. Assess current skills gaps. Develop a comprehensive and more efficient, workforce recruitment and retention programme, for employees and volunteers, that improves the quality and diversity of candidates. Implement a training and development programme and prioritise leadership development and soft skills.

+ REFOCUS 2027/28

Implement learning and development based on a training matrix. Evaluate the effectiveness of this training. Monitor engagement with briefings and staff survey. Monitor volunteer retention and satisfaction.

+ REFINE 2028/29

Address any emerging skills gap requirements. Foster a culture of learning and continual improvement. Provide mentoring and coaching opportunities. Monitor engagement with briefings and staff survey. Monitor volunteer retention and satisfaction. Reduce turnover of the workforce and create a stronger internal pipeline for senior roles.

+ REFLECT 2029/30

Measure employee growth and morale. Recognise achievements. Plan for succession and talent retention. Monitor engagement with briefings and staff survey to inform the thinking for next 4-year strategy. Monitor volunteer retention and satisfaction to inform the thinking for the next 4-year strategy.

+BELONGING

YOUNG PEOPLE HAVE A SAFE EXCITING PLACE TO GO TO HAVE FUN, BUILD THEIR SOCIAL CONNECTIONS, REDUCE ISOLATION AND SUPPORT THEIR PERSONAL DEVELOPMENT. A PLACE WHERE THEY FEEL THEY BELONG.



+HAPPY

YOUNG PEOPLE CAN ACCESS SUPPORT FOR THEIR WELLBEING & FEEL THEY BELONG. CHILDREN ENJOY CHILDHOOD

+OUR IMPACT



+STRONG AND RESILIENT

YOUNG PEOPLE CAN MOVE INTO ADULTHOOD WITH HOPE, CONFIDENCE AND SKILLS AND HELP STRENGTHEN THEIR COMMUNITIES



+SAFE

YOUNG PEOPLE ARE BETTER INFORMED AND PROTECTED, REDUCING THEIR RISK OF HARM

+HEALTHY

YOUNG PEOPLE CAN EXPERIENCE GOOD PHYSICAL, SOCIAL AND MENTAL HEALTH



OUR BELIEF.

If young people have access to high-quality youth spaces, trusted adult relationships, and evidence-based, purposeful programmes, and if their voices genuinely shape services and decisions, then they will experience improved wellbeing, stronger resilience, greater life readiness, a stronger sense of belonging and social connection and reduced risk of harm, including becoming NEET.

WE BELIEVE...

+ At BLGC, we believe that childhood matters in its own right.
+ Young people deserve to feel safe, supported, valued and able to belong — now, not just in preparation for adulthood.
+ We believe young people are not the problem.
+ When young people struggle, it is most often the result of unequal starting points, poverty, instability, loneliness and systems under increasing strain — not a lack of ambition, effort or potential.
+ We believe trusted relationships with skilled adults are one of the most powerful protective factors in a young person's life.
+ Connection, consistency and care change outcomes.
+ We believe belonging and social cohesion are essential.
+ In a climate of division, mistrust and hate, youth work has a vital role in bringing young people together, building understanding across difference, and strengthening the fabric of our communities.
+ We believe early, evidence-based support prevents escalation and creates better life chances.
+ Quality matters more than quantity. Outcomes matter more than activity.
+ We believe young people's voices matter.
+ When young people are listened to and can influence decisions that affect them, services are stronger and lives are changed.
+ And we believe that when young people particularly those who have not been given the best start in life — are supported to thrive, everyone benefits, families are stronger, communities are safer, and society is healthier.



OUR COMMITMENT.

BLGC is committed to quality, evidence, youth voice and social cohesion. We will continually learn, adapt and improve, working with partners across Greater Manchester to ensure young people receive the support they need, feel they belong and are supported to thrive now and into adulthood.

BLGC will work with young people — listening to their voices, building trusted relationships, using evidence-based practice, and leading the development of high-quality youth work across the region.



ENRICHING YOUNG LIVES

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